

July 12, 2021

Chris Wooten
Chairman, House Legislative Oversight Law Enforcement and Criminal Justice Subcommittee
Post Office Box 11867
Columbia, South Carolina 29211

Dear Chairman Wooten:

Please find the information you requested below.

1. Are there any standard recruitment metrics State HR recommends state agencies track as a way to evaluate the effectiveness of their recruitment methods?

The metrics used to evaluate the effectiveness of recruiting efforts include, but are not limited to the following:

- a. The time to fill positions.
- b. The number of qualified applicants per posting.
- c. The turnover among new hires, including the separation reason.

2. Please explain information available from State HR to assist state agencies in understanding options available and/or best practices for setting or adjusting salaries of state employees.

DSHR has numerous tools to assist state agencies when setting or adjusting state employee salaries. South Carolina uses a broad-band classification and compensation system. The state's classifications are divided into nine occupational groups and then allocated to 10 pay bands. The State Human Resources Regulations provide guidance on options available to adjust employee salaries. In addition, DSHR provides the average salary for all filled job classifications to assist agencies in evaluating salaries for their employees in comparison with the average salary of employees in the same classification



across other agencies. DSHR consultants are also available to assist agencies in identifying appropriate salaries. Consultants do this by performing more in-depth salary reviews across similar agencies and reviewing internal agency salary data for equity purposes. This allows agencies to set salaries and make adjustments while ensuring internal equity and that their compensation structure is consistent with other state agencies. DSHR can aid agencies in reviewing the compensation structure of defined classes along with the organizational structure to develop clear career paths within the agency.

3. Please explain how State HR is currently working with DJJ.

In May, DSHR expanded the support provided to DJJ to include the development of strategies to address the immediate staffing concerns to mitigate the impact on the operations of the agency. Since increasing its support of DJJ, DSHR has worked with DJJ to implement a number of initiatives, including, but not limited to the following:

- DSHR helped DJJ develop and approve sign-on and referral bonuses for critical needs positions.
- DSHR assisted DJJ in the implementation of an internal dual employment program. This program allows current DJJ employees in non-correctional officer positions to work at specific posts at the secure facilities in addition to maintaining their current positions. Employees are given the option to work these dual positions, but are not required to do so, and will receive appropriate compensation for the dual employment position.
- Admin assisted in the procurement of a contract with a private security firm to provide additional security support.
- Initiated a review of the current compensation structure for Juvenile Correctional Officers (JCO).
- Assisted DJJ in implementing a \$1,500 critical needs bonus.
- Admin partnered with the South Carolina Department of Corrections to begin evaluating DJJ's systems to staff the secured facilities.
- In collaboration with other Admin staff, reviewed DJJ's funding to identify funds to be allocated towards a new initial hire compensation package for JCOs and compensation packages for other employees who work directly with juveniles.
- Conducted a review of DJJ's current Human Resources Processes in key functional areas, including employee relations, employee operations, EEOC reporting, workers compensation and time and leave administration. DSHR will provide suggestions for process and procedural improvements following this review. (Ongoing.)

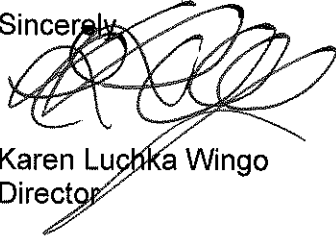
To continue and expand on the support provided by DSHR, a team of top HR professionals was assembled from other state agencies and will work within DJJ Human Resources to evaluate and update DJJ's processes and procedures based on best practices from across state agencies. These HR professionals will work onsite in the DJJ Human Resources office in a full time or part time capacity, depending on their role. The team will be managed

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by the State Human Resources Director and DSHR Assistant Director. DSHR will also continue the in-depth analysis of DJJ's compensation plan, organizational structure and human resources practices.

If I can be of any additional assistance, or provide any additional information, please let me know.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karen Luchka Wingo', written over the word 'Sincerely,'.

Karen Luchka Wingo
Director